OF LEADERSHIP STYLES ON SERVICE DELIVERY

(A CASE STUDY OF MINISTRY OF LANDS, PHYSICAL PLANNING AND HOUSING NAKURU COUNTY)

EFFECT

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THIS DISSERTATION IS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION IN STRATEGIC MANAGEMENT AND LEADERSHIP FROM ST. PAUL'S UNIVERSITY

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DECLARATION

This dissertation is a product of my own work and is not the result of anything done in collaboration. It has not been previously presented to any other institution. I agree that this dissertation may be available for reference and photocopying, at the discretion of the University.

SIGNATURE OF STUDENT _____ DATE _____

1/we confirm that the work reported in this proposal was carried out by the student under my/our supervision.

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DEDICATION

I dedicate this research project to my father Ernest, my mother Redempta, and my loving fiancé Naomi.

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ACKNOWLEDGEMENT

I would like to thank God for bringing me this far in my studies, and providing the zeal and efforts needed in undertaking it. They have been my stalwart supporters throughout my MBA coursework and research. I cannot forget my closest friends Benson Munene, Paul Osoro, and Fredrick Anari as well as my MBA colleague Nelly Migongo.

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ABSTRACT

Analysing the effect of leadership styles on service delivery was the aim of this case study of Ministry of Lands, Physical Planning and Housing, Nakuru County. The study was conducted in the Ministry of Lands, Physical Planning and Housing.The study covered three leadership paradigm; classical, transactional and transformational, analyzing their effect on service delivery. The specific objective of the study are; To analyze the effect of transactional leadership style on service delivery in Nakuru County; To analyze the effect of classical leadership style on service delivery in Nakuru County and To analyze the effect of transformational leadership style on service delivery in Nakuru County.The reviewed literature indicated empirical research gap on effect of selected leadership styles on service delivery which this study hopes to fill. Descriptive survey design with the target population of291employees working in the Ministry of Lands, Physical Planning and Housing, County Government of Nakuru was adopted. The study usedprobabilisticto arrive at the sample size technique formula recommended by Naissuma (2000) and further used simple random sampling to pick the 141 samples required. This study utilized a self-administered structured questionnaire to collect data. The study used regression analysis to establish the relationship between the selected leadership styles and service delivery at the Ministry. The study kept confidential information collected from the respondent and was only used for academic purpose. The study established that Transactional and classical leadership styles have significant effect on service delivery in the Ministry of Lands, Physical Planning and Housing, Nakuru County whereas transformational leadership style had no significant effect on service delivery.

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CHAPTER ONE
INTRODUCTION

1.1Background of the Study

Leadership is significant in achieving organization's performance (Peterson *et al.*,2003). Studies such as Avolio (2004) as well as Jung andSosik (2002) have shown that transformational leadership affects significantly the performance organisational outcomes. According to Waldman and colleagues (2001), transformational leadership conducts are related more positively to subordinate efficiency in most organisations compared to transactional behaviors. On Malaysian companies,corporate-culture affects financial performance (such as return on assets, return on investment and current ratio) (Sambasivan&Johari, 2003). There is more literature on the relationship between commitment and performance of companies in human resource studies.

The way originations and companies approach leadership affects "flexibility, standards, rewards, clarity and commitment" and in other cases, the organizational climates, for example the way a leader conducts herself or himself could lead to motivation, which could impact on the individual's performance in an organization, (Shamir *et al*., 2006). As a result, it can be concluded that the value of leadership lies in the followership. For the leadership to be effective, the leader must constantly and progressively lead those under him or her toward good performance in an organization. Effective leadership is the extent to which a leader constantly and progressively leads and directs his or her followers, towards organizational e.Success of any company is achieved through organisational performance, job satisfaction and commitment, (Bass &Rigio, 2006).

Some scholars (Judge & Piccolo, 2004) have agreed that "Leadership style is one of the most important human resource-related outcomes, and perhaps one of the most studied topic in management and industrial psychology. This is probably so because leadership happens to be the core but sometimes contentious issue in organizational research". Leadership is the wheel of organizations' productivity and profitability.

The kind of leadership style exhibited by managers to a large extent influences organizational valued outcomes such as low employee turnover, reduced absenteeism, customer satisfaction,

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and organizational effectiveness (Kim, 2004). In the same way, leadership has proved to control interpersonal, reward and punishment. Warrick posits that the three are responsible for shaping employee behavior, motivation and attitude, which is later, reflected on the performance.

Luftman, (2004) hasagreed that motivating leaders inspire their employees to be competitive. In this case, if a leader uses effective leadership styles, they promote the standards of excellence which translates to professional development of the members in an organization (La Rue, Childs & Larson, 2004). For a leadership style to be effective, it must include"motivation, management, inspiration, remuneration and analytical skills". In the presence of all these factors, there was increased employee satisfaction which ultimately improved productivity and profit margins. Organisational performance is measured through human resource turnover rate and job performance as well as organisational effectiveness among others (Sila&Ebrahimpour, 2005)

Leadership style plays a significant role in behavior and attitude shaping. Recently, there has been more focus on the study of leadership as a result of its implications on any organization's success or failure. There has not been an agreed form of leadership and thus, several theories have been formulated to explain this.

However, the dynamics of business environment, structures and technological change has led to considerable shaping of leadership style. There are more challenges that come with the modern world including socioeconomic, cultural, technological, legal and regulatory among others, (Toor*et al*., 2007).

1.1.2 Service Delivery at Ministry of Lands

Slotegraaf (1997) observes that "in today's business environment, the role of service provision has gained considerable momentum". More important, levels of service which may have been tolerated only a generation ago are now regarded as unacceptable. Enhancing service quality is one of the most important problems facing management today.

Any developing economy must have its government provide goods and services which are unique without leaving the private sector into it. These are for example water, sanitation, waste

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management, infrastructure, health, education and so on. These services are too expensive for individual persons and it will be rare for any private sector to satisfactorily provide them (Oyelaran-Oyeyinka, 2006). Where the government is unable to provide these services under public institutions, there is always ripple effects that lead to dire results which affect political, social and economic growth.

The performance of any government is always pursued through citizen participation. Therefore, service delivery improvement is key to public administration and researchers given that most governments have decided to decentralize their service delivery (Bardhan, 2002&Robinson, 2007). According to Azfar, *et al*., (1999), decentralization involves the transfer of administrative, fiscal and political powers and functions of the central government to lower-level governments. This has become a trend design in public administration for the last four decades (Steiner, 2005).

The executive arm of the government is responsible for providing essential goods and services to its citizens. These essential services and goods include: security, healthcare, education, infrastructure, water, land administration and management and other essentials services. The government departments are fundamentally established to provide these public goods and services efficiently and effectively. An efficient and effective public service is vital if Kenya is to sustain economic growth, reduce poverty and create employment as was envisaged in the Economic Recovery Strategy plan (ERS), attain the Millennium Development Goals (MDGs) and achieve the goals set in Kenya Vision 2030.

The promulgation of the constitution of Kenya in 2010 brought the devolved County Government political structures. Each County Government is run based on leadership styles with different outcome as far as performance is concerned. A county government's main mandate is to employ different resources at its disposal to provide services that satisfy the needs of the citizens. The performance of the County Government is measured all through from leadership, implementation to service delivery where needs are met by citizens. These needs can only be met through application of proper, transparent, and accountable leadership styles in the management of resources. Most county governments in the country have failed to achieve this goal. This study

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investigated the leadership of Nakuru County Government on service deliveryand its case study was theMinistry of Lands, Physical Planning and Housing, Nakuru County government.

1.2 Statement of the Problem

Sometimesleadership styles have a diverse impact on flexibility, standards, rewards, clarity and commitment. In other cases, it has been found to determine the organisational climates, as evidenced by the behavior of the leaderwho motivates employees. The leadership styles have also been found to shape participation of the subordinate in decision making and thus the administration of an organization. It has been found that decision making involvement results to mental and emotional stability which reflects on the contribution of individuals to the group. The concept of organization is largely studied especially on the variables that affect organization performance. Most studies have proved that a combination of variables affect organization performance including organisational orientation, information technology (Bharadwaj, 2000) strategy (Guo&Cao, 2012) among other variables.

The promulgation of the constitution of Kenya in 2010 brought the devolved County Government political structures. Each County Government is run based on leadership styles with different outcome as far as performance is concerned. A county government's main mandate is to employ different resources at its disposal to provide services that satisfy the needs of the citizens. The performance of the County Government is measured all through from leadership, implementation to service delivery where needs are met by citizens. These needs can only be met through application of proper, transparent, and accountable leadership styles in the management of resources. Most county governments in the country have failed to achieve this goal. This study investigated the leadership of Nakuru County Government on service delivery which was not clear on how it is structured, how services are disseminated and the achievements since the County Government came into operation. The study's case study was the Ministry of Lands, Physical Planning and Housing, Nakuru County government.

1.3 Overall objective

The study's general objective was to analyze effect of leadership styles on service delivery in theMinistry of Lands, Physical Planning and Housing,Nakuru County.

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1.4 Specific objectives

i. To analyze the effect of transactional leadership style on service delivery in Nakuru County.
ii. To analyze the effect of classical leadership style on service delivery in Nakuru County.
iii. To analyze the effect of transformational leadership style on service delivery in Nakuru County.

1.5 Hypotheses of the Study

Ho_1 Transactional leadership style has no significant effect on service delivery.

Ho_2 Classical leadership style has no significant effect on service delivery.

Ho_3 Transformational leadership style has no significant effect on service delivery.

1.6 Justification and Significance of study

Service delivery is the main mandate of public service of which the devolved County Governments are also mandated. The study explored the application of classical, transactional and transformational leadership styles by the County Government of Nakuru in pursuant to its service delivery mandate. These leadership styles are selected for the study because they are progressive within the context of public service development and devolution in Kenya. Classical leadership is the old bureaucratic systems that are common in the public Service, Transactional style has also been introduced in the Public Service based on results basedmanagement and lastly transformational style has also been introduced in the Public Service especially each County Government having developed its vision, missions and objectives of which when are met then service delivery improves.

The findings from the case study added knowledge in the fields of leadership and service delivery in the devolved government; it gave direction on whether the leadership practiced inthe County Government Ministry of Lands has any relationshipwith the service delivery to the citizens who get such services. This will assist to inform policy makers and practitioners in the County Government in determining the factors to be considered when recruiting leaders fornot only the Ministry of Lands but also other ministries. It will also assist in determining the training needs assessment for future leadership trainings. The findings are also useful in addressing the performance gaps in the ministry in association to leadership styles. The study findings will

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provide knowledge to scholars in leadership and managementin the devolved government which is an emerging service delivery channels at the grassroots. Leadership and service deliver are social issues that intercepteveryone's lives and therefore the finding from this study will also attract the general public in understanding how they are governed by the devolved government and the effect of such governance on service delivery.

1.7 Scope of the study

The scope of the study coveredclassical, transactional and transformational leadership styles in the Ministry of Lands, Physical Planning and Housing, Nakuru County Government. It also analyzed the level of service delivery as per the perception of the employees. The study collected data from Ministry of Lands, Physical Planning and Housing, Nakuru County Government

1.8 Assumption of the Study

The study assumed that the respondents understand the leadership styles and are able to observe their applications in the Ministry of Lands, Nakuru County. The study alsopresumed that the respondents comprehend indicators for measuring service delivery and that they was able to associate them with the way the Ministry discharges its duties. Lastly, the study assumed that the data collected was able to attain the set objectives.

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1.9 Operational Definition of Terms

Classical Leadership Style–under classical leadership style the exploration of new and better ways of doing things is promoted. This makes it possible and easier to reveal the potential in people in people and situations. Although this leadership style strives to focus on the future, sometimes they do not know what the future holds for them. Therefore, they just have expectations that in future things will be better (Zhu, Chew, & Spangler, 2005).

Transactional Leadership Style – Transactional leadership style is focused and committed to achieving the objectives spelled out by a company's strategic plan. This style has a detailed procedure for corporate management in order to achieve set objectives (Zhu, Chew, & Spangler, 2005).

Transformational Leadership Style - Transformational leadership styleis defined by the interaction among people. Transformational leadershipoften involves mentoring those assigned to work under the leader. It involves scheduling time to interact with subordinates and incorporating their views in the decision making in order to foster a positive work environment (Zhu, Chew, & Spangler, 2005).

Service Delivery - is a set of principles, standards and policies and their applications toservices delivered by a service provider with a view of satisfying the needs of those who obtain such services (Zhu, Chew, & Spangler, 2005).

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CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter review literature related to the effect of leadership on service delivery. The chapter is divided into; the introduction, theoretical framework, empirical studies on leadership and service delivery as well as conceptual framework.

2.2 Theoretical Framework

Many views have been advanced on leadership, for example the view that "the traits, style, and contingency theories dominate the leadership literature" (Muller, 2005). The leadership style movement traces its history back in 1945. Significantly, the "Consideration" and "Initiating Structure" there were studies that laid the foundations of leadership behavior in corporate organisations. Scholars such as Kahn, Likert, Katz, Maccoby expanded the earlier works and analysed the relationship between supervisory and employee productivity. Two approaches to leadership emanate from these early analyses: Employee Centered (EC) and Production Centered (PC) leaderships. The first focuses on employee while the second focus on output.

2.2.1 Effect of Transactional Leadership Style on Service Delivery; Leadership Theories

First, the study adopts classical management theory which was born out of Scientific Management Theory developed by Freiderick Winslow Taylor in 1911. Its main focus is maximum productivity. According to Taylor, system of management should be changed, and in this way, the workmen and the management concerns are linked. Towards the end of 19th century, Taylor concentrated on productivity improvement through scientific worked on raising productivity using scientific techniques. He was always on the support of worker training for better performance and division of labour among all stakeholders in an organization. He introduced four principles of management and predicted that they can be applicable to all human activities.

Secondly, the study also adopts transactional and transformational leadership theory. The visionary, also known as transformational leadership theory, leaders inspire and activate subordinates to unexpected performance. Visionary leadership has limitations, serious

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disappointment can be created by the impractical expectations that followers can place on the visionary leaders incase there is a failure of the system. The other weakness is that leaders are burdened by those they supervise because they are seen as in total control of everything. Incase most people fail to agree with the visionary leaders, there is always a slow in innovation adoption.

According to Bass (1985) transformational leadership is made up of four factors: charisma, inspiration, individual consideration and intellectual stimulation. Some literature3 shows five attribute split charisma in to two. These are the attributed idealized influence and the idealized influence behavior. Moreover, due to mutual, substantive and transformation of leaders there is accomplishment of agendas. No one can predict the vision and he mission of any transformational management style. However, the leader-follower transaction is born of the pattern of beyond expectation which is wrapped with ethical quality transcending the limitations.

2.2.2 Effect of Classical Leadership Style on Service Delivery

The equity theory of attribution supports the delivery of services to everyone at whatever level. The platform of the theory is based on law, psychology, sociology and economics among other disciplines. The theory measures justice and fairness during the delivery of services. Customers expect fairness to come out in the overall service provision process. Equality from the customer's point of view can be measured by applying strict rules of standards. When customers apply the equity theory of justice and justice, attribution theory guides them and they arrive as either satisfaction or dissatisfaction.

Attribution theory is tested across several fields and is one of the main theories of practice in psychology. The theory projectsa locus, stability, and control because the three are responsible. Customers do not blame a firm for loses emanating from the outside.

2.2.3 The Concept of Leadership

There aremore than 200 definitions of leadership found in scholarly publications. Armstrong (2004),for instance shows that leadership is the influencing power and legitimate authority given for the purpose of transforming an organization through direction of the human resource. On the

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other hand, Cole (2002) argues that leadership should inspire people in their performance. From the definitions, it can be observed that leadership is seen as the ability to influence people and have followers.

The transactional, transformational, servant and dispersed leadership form the latest theories. The emphasis of the transactional leadership lies in the relationship between theleaders and lead; and thus focuses on the benefits accrued from a form of 'contract' in which the leader derives the aspects of rewards and recognition for the lead workers. On the other hand, transformational leadership has its central concept as change. Others under this category include Servant Leadership, following part of leading and leading a team. Each of these theories assumes an individualistic perspective even though dispersed leadership is increasingly gaining recognition. The emphasis has grown from developing leaders to developing leadership organisations with a collective responsibility to lead (CFLS, 2010).

2.2.4The Effect of Transformational Leadership Style on Service Delivery

This is among the first place approaches originating from the antiquity and most modern organisations still use it. The paradigm was used in business in the 1970s when the human relations movement focused more on the workers and their surrounding. According to Avery (2004), classical leadership is whereby a pre-eminent person dominates or a group of persons dominate through either coercion or benevolence means. In this case, the dominating person controls the other persons towards achieving a goal or a number of goals, whether known or unknown. Under such a person those who are led do not question but follow faithfully the directions of the leader. They execute orders out of fear or respect.

There are however, limitations to classical leadership styles. This includes the inability of the leader to exercise control or command of those under him or her due to some complexities beyond his capacity. Moreover, the leader may lose command and control either because the followers are tired of the leadership or there are changes that do not favor his way of doing things.

The approach wrongly assumes that there are a few people who can be good than others and when such ideology gets into those who are led can deskill their abilities and idealize the leader

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leading to no growth and development in leadership skills. This has been seen where followers have often left power and accountability to the leader and thus they have little contribution to the organization (Avery, 2004).

In most cases, the leader is more qualified than the other people and thus, possesses expertise to provide leadership in a certain area whether they are meant to inspire or command. According to Lambert (2003) "Timeworn assumptions have persuaded us that leader and leadership are one and the same". Therefore, expectations and beliefs about effective leadership are focused on the skills, qualities and dispositions of the designated managers. Traditional views of leadership as a single positional leader are remarkably durable in public perception. Avery (2004) argue thatcommanding and exercising control is a common model of leadership in most organisations in the modern set ups although scholars have tended to shift toward visionary and emotion-based models of leadership (Day, 2004). Regardless of the leadership approach a person adopts, the focus on an individual leadership is no suitable for the sustainability of an organization and also for the relationship which is so important in today's management operations.

This is because; classical leaders are so personal and selfishly motivated only preferring unskilled followers. The followers' involvement comes from fear and respect of leaders both of which are not voluntary and in this case one can predict the course of an organization since a single idea controls the whole system (Zhang, 2010).

2.2.5 Transactional Leadership Paradigm

Transactional leadership paradigm employs transaction or exchange process. The transactional leader recognizes subordinates' needs and desires and then clarifies how those needs and desires was met in exchange for subordinates' work. Leaders under this paradigm build confidence in subordinates to exert the necessary effort to achieve expected levels of performance by clarifying what is required of them and the consequences of their behaviors. As indicated by Judge and Piccolo (2004), there are three dimensions of transactional leadership, the contingent reward, management by exception-active, and management by exception-passive.

Transactional Leadership Style: Behaviors of transactional leader comprise an exchange between the follower and leader, in a way that rewards are provided for the effort of subordinate in return

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(Bums, 1978). Bass (1985) claims two key types of transactional leadership behavior. Contingent reward behavior is one that is equivalent to positive feedback from the supervisor. Bass (1985) calls the other type of transactional leadership "management by exception" and contingent punishment by other individuals.

2.2.6Transformational Leadership Paradigm

The charismatic-transformational approach to leadership has developed based on two seminal perspectives, Max Weber's Theory of Charisma (1947) and Burns' (1978) Transforming Leadership Theory. Bass (1985) coined the term transformational leadership, describing such leaders as change agents that elicit and transform followers' beliefs, attitudes and motivations. These leaders provide a vision and develop an emotional relationship with their followers, increasing the latter's consciousness and belief in higher goals, above their own interests. The specific behaviors of these leaders are classified into four dimensions: (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulus, and (d) individualized consideration.

Transformational (visionary) leadership has added a new dimension to organizational studies, the visionary aspect of leadership and the emotional involvement of employees within an organization. The basic notion is that a transformational leader can create an impression that he or she has high competence and a vision to achieve success. Subordinates are expected to respond with enthusiasm and commitment to the leadership objectives, and may be recruited because they share the vision. Visionary or transformational leadership is whereby the leader inspires and activates subordinates to perform beyond normal expectations.

Since transformational leaders can convince their followers to give priority to the organisational goals, they are capable of promoting higher levels of collaboration in the workplace. this is because deeply rooted attitudes promote behaviours that help other organisations and likewise affective commitment which is associated with citizenship conduct (Carmeli, 2005). More recent research focus on how the attitudes of acceptance towards change are positively associated with organizational citizenship in general, and with cooperation with others in particular (Almeida & Ferreira, 2010). Even though empirical research has shown a connectionbetween transformational leadership and citizenship behaviors, scholars have always"put forward

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propositions linking transformational leadership with outcomes such as trust and team work" (Correia, Mainardes, &Lourenço, 2010). In addition, empirical research has pointed to the relevance of leadership behaviors for subordinate cooperative outcomes that are analogous to citizenship (Duarte, Cavazotte, &Gobbo, 2012).

There are three factors that determine the behavioral components of transformational leadership: charisma/inspiration, intellectual stimulation, and individualized consideration. Management typically consists of a set of contractual exchanges such as jobs, security, and money. The result of change, at best, is compliance; at worst, get a spiteful obedience. The end result of the leadership is completely different: it is empowerment. Not just higher profits and wages but an organizational culture that helps employees to generate a sense of meaning in their work and a desire to challenge themselves to experience success. In addition, transformational leaders can motivate followers through understanding their needs, presenting organizational visions, enacting regulations, and delegating substantially (Duarte, Cavazotte, &Gobbo, 2012).

2.2.7 Leadership and Organizational Performance

There are several reasons that indicate a relationship between leadership and performance; they include intensive dynamic market feature innovation based competition, creative destruction of existing competencies and performance rivalry among other things that relate to leadership practices (Jing and Avery, 2008). Researchers such as Zhu *et al* (2005) view leadership as one of the key driving forces that can improve a firm's performance. Effective leadership is understood as the beginning of management development and sustained competitive advantage for improving the performance of an organization (Avolio*et al.,* 2001). For instance, transactional leadership styles enables organisations to achieve their current objectives more efficiently by linking job performance to valued rewards and by ensuring employees have the resources needed to get the job done (Zhu *et al*., 2005).

The findings of the study have it thatleaders who appeared to have adopted democratic or participative leadership style are more successful than their counterparts who are more autocratic or laissez faire. Moreover, the limitation of this approach inheres in its failure to recognize the context within which the leader is operating. This limitation led to the emergence of the

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situational or the contingency theories of leadership which directed leadership from the "one-best" way approach to situational-sensitive leadership. The contingency leadership approach is founded on leader's ability to analyze the situation at hand and appropriately adopt a suitable style under the presented situation.

The reason for this is because intangible assets such as leadership styles, culture, skills and competencies, and motivation are increasingly seen as key sources of strength in those firms that can combine people, processes and organizational performance (Purcell *et al*., 2004,).
Scholars and practitioners suggest that effective leadership behaviors can facilitate the improvement of performance when organizations face these new challenges (McGrath &MacMillan, 2000). Understanding the effects of leadership on performance is also important because leadership is viewed by some researchers (e.g. Zhu *et al*., 2005) as one of the key driving forces for improving a firm's performance.

Transformational leadership is concerned with the development, sharing and sustenance of a goaland the intention is to facilitate employees to develop their self-interest and achieve organizational goals. Transformational leaders may not be successful in transforming employee values and motivation, but the defining feature is that they develop a vision that reflects core organization goals, seek to share this vision and sustain employees' attention to it in the short and long run with the intention to do so. Hence, transformational leaders seek to elevate employee motivation to higher levels of performance; it is argued, by setting wellspecified goals and continuously making an effort to generate awareness of and enthusiasm for core organization goals (Jung &Avolio 2000).

Empirical studies corroborate this claim consistently supporting a positive control of transformational leadership on general performance (Avolio*et al*. 2009; Judge & Piccolo 2004; Lowe, Kroeck, &Sivasubramaniam 1996) and in the public sector (Trottier, Van Wart, &Wang 2008; Wofford, Whittington, &Goodwin 2001; Bellé 2014). Trottier and colleagues (2008) demonstrate a positive association between transformational model and perceived leadership effectiveness. In a different study drawing on a field experiment of Italian nurses volunteering

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for an international aid program, Bellé (2014) shows a positive effect of transformational leadership on the number of surgical kits assembled by individual nurses.

According to studies on person-organization fit, employees are more likely to perform well in settings where they conceptualized management models and organization work for the sake of supporting individual values (Paarlberg&Lavigna, 2010). In line with this argument, Bright (2007) shows that public sector employees will perform better as the parallel between their increasing values and those of the organisation. Although not directly reflecting performance, other public sector studies suggest that employees who perceive their value to be aligned with the values that the organization stands for display higher organizational commitment (Vigoda-Gadot and Meiri 2008), lower turnover intentions (Moynihan &Pandey 2007), higher job satisfaction (Kim 2012; Wright &Pandey 2008) and organizational citizen behaviors (Gould-Williams, Mostafa, &Bottomley 2013). The report shows that transformational leaders motivate employee to higher levels of performance when leaders develop, share and sustain a set of clear goals that resemble personal values of the employees.

Employees respond to their personal values and if these co-align with the vision promoted by the transformational leader, employees ascribe intrinsic value to the collective goals of the organization. However, as argued by Paarlberg and Perry (2007) employees only react with regard to the mission of an organization because the documents that contain them espouse values so dear to the organization. Hence, one implication could be that transformational leaders promoting a new set of goals in face of an organizational turnaround will not be very successful at first if employees do not embrace the new goals.

Atransformational leader only enables employees to grow their abilities among other operational attributes. where leaders and workers trust each other and work together as a team without fear or favour the organisational goal, vision and objectives become easier to achieve and at the cost of each one's contribution. In this approach the followers put their effort to the organization and they endeavor to keep good relationship with each other. This in turn brings on boar job satisfaction and thus promoting transformational leadership style.

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Transformational leaders encourage those who are under them toward group performance and teamwork in the interest of an organization or self. In this case, follower's performance improves than expectations because the degree of satisfaction is also likely to increase. Transformational leadership in the government agencies is positively related to the followers' job satisfaction. Performance, job satisfaction and transformational leadership are correlated. Transformational leaders will pay attention to take care and to respect their followers. So, performance and job satisfaction of followers in the work will be elevated. When transformational leaders promote the involvement and achievement of the employees, job satisfaction and organizational identification will also be raised. Therefore, the organization and employees will work closely and the job efficiency will be also lifted. Moreover, Hu (2001) found that organizational culture and types of leadership will influence job satisfaction of employees, and job satisfaction acts as a mediator of leadership and organizational culture to influence organizational performance.

2.2.8 Service Delivery

The Ministry of Lands offer a range of services that include: land administration and management, land adjudication and settlement, surveying and mapping and physical planning. Majority of services provided by Ministry of Lands are demand driven and specific to each department. The land adjudication department main services include adjudicate, consolidate and settlement of the landless citizen. The main services offered in the survey department include: provision and maintenance of all kinds of maps, establishment of national and international boundaries and provision of quality control of all surveys.

The physical planning department offers such services as: preparation of PDP for both urban and rural areas, approval of development plans and local physical plans for both urban and rural area. Only one output measures was captured in the performance contract over the period of study namely the preparation of local physical development plans.

With two ingredients already present corruption will occur if the mechanisms for accountability are lacking. Public officials who have discretion power over the sale of the government services or goods can withhold or delay services or goods until a bribe is paid. Having been ranked among the most corrupt ministries in the country over a long period of time, Ministry of Lands‟ corruption trend over the period of this study was investigated to dig-out the effects of the

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continued corruption on the service delivery. For a comparative investigation, the trend of the KACC/EACC Corruption index for the Ministry of Lands for the period 2005/2006 to 2011/2012 was studied. The trend over the period assumed a second degree polynomial (quadratic) functional structure with the third period (year 2007/2008) giving the lowest index of 13.7 percent.

The fourth period (year 2008/2009) gave the second lowest corruption index of 14.6 percent. The seventh period (year 2011/1012) gave the highest corruption index of 28.3 percent. Figure 4.1 shows the trend of the corruption index over the stated period. Evaluation of the service delivery in the Ministry of Lands indicated that Land administration and management processes are long, demand driven, complex with many actors who have monopoly and discretion powers. Monopoly and discretion are two ingredients when present creates opportunity for corruption to thrive. EACC (2012) survey found that supervision is lacking in the Ministry of Lands hence accountability is not assured nor is transparency due to the complex nature of the processes.

2.3 Empirical Literature

This section analyzes the empirical studies carried out in the area of the effect of selected leadership styles on service delivery. The section reviews and analyzes the research topic carried out, the objectives of the study, methodology adopted for the study, the sample size, the findings, conclusion and literature gap analysis as far as this study is concerned.

Moses OumaObama; Lucy AkinyiEunice,& John Aluko Orodho (2015) found out that there was a significant association between the leadership styles of headteachers as projected by other teachers and student performance. A chi-square test between the leadership styles of the secondary school principals and students' academic performance in national examinations led to the conclusion that there was a significant relationship between principals leadership styles and students academic performance. The schools that embraced more democratic and participatory leadership styles that encouraged group work and team spirit performed significantly better than those that used more autocratic leadership styles that were largely dictatorial and highly centered on the principal. Their study did not analyze the empirically examines the impact of selected leadership styles on service delivery in Public Service which is the main aim of this study.

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Puniand colleagues (2014) found out that democratic leadership approach contributes to more financial accruement than autocratic and laissez faire approaches even when there is no direct association between the three leadership styles and financial performance. This study once more did not consider the empirically investigate the effect of selected leadership styles on service delivery which this study hopes to consider.

A related study was carried out by Kinyanjui (2014) on Influence of Head teachers' Leadership Styles on Pupils' Performance in Kenya Certificate of Primary Education Examination in Dagoreti District, Kenya. She found out a weak relationship between KCPE performance and the headteachers' leadership styles although democratic leader ship posted the best results in KCPE while Laissez-Faire posted the worst in KCPE. This study informed the missing literature gap on the influence of headeaters management style on secondary school learning and teaching resource mobilization which was not considered by Kinjanjui (2014).

Mandiye*et al*., (2014) carried out a study on an assessment of the different leadership styles on "business performance: a case study of Tm hypermarket in Bulawayo, Zimbabwe" and the findings show that organizational performance is highly affected by the dominating leadership style. In the study, the respondents reported that they aspire to carry out duties in a corporate setting than the existing leadership structures where one person dominates. They expressed that dominating leadership style leads to demotivation and creates a dislike of work and thus leading to low performance and productivity.

Ampairea and Namusonge (2015) out that majority of secondary school head teachers in Meru district had adopted democratic leadership style. Schools which had adopted democratic leadership style had mixed results regarding students' performance in the NECTA performance; findings show that there are those who performed well while other performed poorly but to a larger extent democratic leadership leads to better academic performance. This study once more did not consider the empirically investigate the effect of selected leadership styles on service delivery which this study hopes to consider.

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Nuhu, Kawyooa (2005) carried out a survey design on effect of leadership styles on employee performance in Kampala district council of 165 employees working in the Council. The study found out that the researcher further concluded that authoritative leadership created dislike to work and reducing the inherent motivation to work freely.

Were (2014) found out that teaching learning materials help the children develop holistically hence smooth transition to primary schools. This is because Children get attracted to them, hold the interest and facilitate cognitive development. During the absence of the teacher in class children can be kept busy thereby developing their psychomotor skills. This finding did not address empirically investigate the effect of selected leadership styles on service delivery of which this study hope to analyze.

Chandy (2007) found out that there was verified by positive correlations ranging from 0.742 to 0.729. Last, but not least the study threw much light on their curriculum management style which definitely impacted their competence with highest correlations (0.814 and 0.797). Her study did not consider particularly the empirically investigate the effect of selected leadership styles on service delivery which is the main aim of this study.

Wangithi (2014) found out that head teachers' democratic leadership style positively influence primary school teachers' levels of job satisfaction. The study established that head teachers' laissez faire leadership style on primary school moderately influenced teachers' levels of job satisfaction and that the head teachers' transformational leadership styles positively influences primary school teachers' levels of job satisfaction. The study did not look empirically investigate the effect of selected leadership styles on service delivery, a literature gap that this study hopes to fill.

Were (2014) in his research found that majority of people engaging in SMEs are involved in leadership management in one way of the other. This finding is strongly agreed with the view of Lawal, *et al* (2002), that SMES managers exercise leadership style that enhances employees' performance. This finding also agrees with the respondent view on the instrument distributed.

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Uko (2014) found out a relationship between a principal's proficiency, creativity and management of school facilities for overall academic performance is mutually reinforcing. Effective management is a precursor to facilities sustainability, utilization and maintenance as it enhances effective productivity by the teachers and overall performance of the students. There is the dire need for an integrated effort by all stakeholders to ensure that good, adequate and necessary facilities are available, properly managed and maintained in consonance with the goals and objectives of the education system. This will facilitate and enhance a successful attainment of the teaching-learning outcomes in secondary schools within the State and Nigeria, generally. The study concentrated on the management of schools facilities but did not consider empirically investigate the effect of selected leadership styles on service delivery a research gap that this study hopes to fill.

Jing (2008) carried out a study on missing link in understanding the relationship between leadership and organizational performance. The study found out that manyscholars argue that leadership behavior can enable the capability of the leader to improve and thus enabling them to induce followers to be more productive for the sake of the organisation.

According to DeGroot, Kiker, and Cross (2000) "the positive relationship between ratings of charismatic–transformational leadership and performance reported are earlier". In their view, the association between charismatic leadership and performance is variable depending on when leadership and performance areinvestigated at an individual versus group level, concluding that "results show an effect size at the group level of analysis that is double in magnitude relative to the effect size at the individual level" (DeGroot*et al.,* 2000).

Transformational leaders are called to improve performance of those under them through generating willingness in solving complex problems in an organization. Transactional contingent reward leadership must also have a positiverelationship where leaders clarify expectations and recognise what has been achieved.Based on the existing research findings, direct and indirect associations between transactional contingent reward leadership, transformational leadership, unit potency can be tested.

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Research Gap

Based on the literature reviewed in this section, the study established the following research gaps; the effect of leadership styles on performance of employees working in county government of which this study hopes to fill. Most of the literature reviewed concentrated on head teachers' leadership style creating research gap on Public Services leadership styles which is the concern of this study. Mostof the literature analyzed used different research methodology but failed to apply a regression model which this study used to establish the style that contributes more to employees' performance in Public Organization.

There needed to be clarity on effects of leadership styles on service delivery. This highlightedhow transformational leaders practice their behaviors to perform their transformational tasks, the nature of interactions that take place, at what particular time and how the leaders engage as well as their followers in activities of transforming the organization for the better. Better conceptualization of the leadership transformational process brings about a holistic perspective on the functionality of the whole process (DeGroot*et al.,* 2000).

The effects of leadership styles in service delivery are conceptualized at various levels within the study of the discipline. It can be related to the personal level which can be equated to followers and to the larger context i.e. at organizational level. The concept of transforming the socio-economic lives of citizens has not been extensively researched in leadership styles and service delivery (DeGroot et al., 2000). Very few studies have been engaged in transformational potential in a wider perspective of initiating transformations on an organizational or society level. It is not clear how leadership styles are put into practice the transformational leadership behaviors for the goal of provoking transformation in the larger contextual setting of leadership styles and service delivery.

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2.5 Conceptual Framework

This section presents a conceptual framework developed from the study objectives and literature review. It shows the relationship between the independent and dependent variables (see Fig. 1 below)

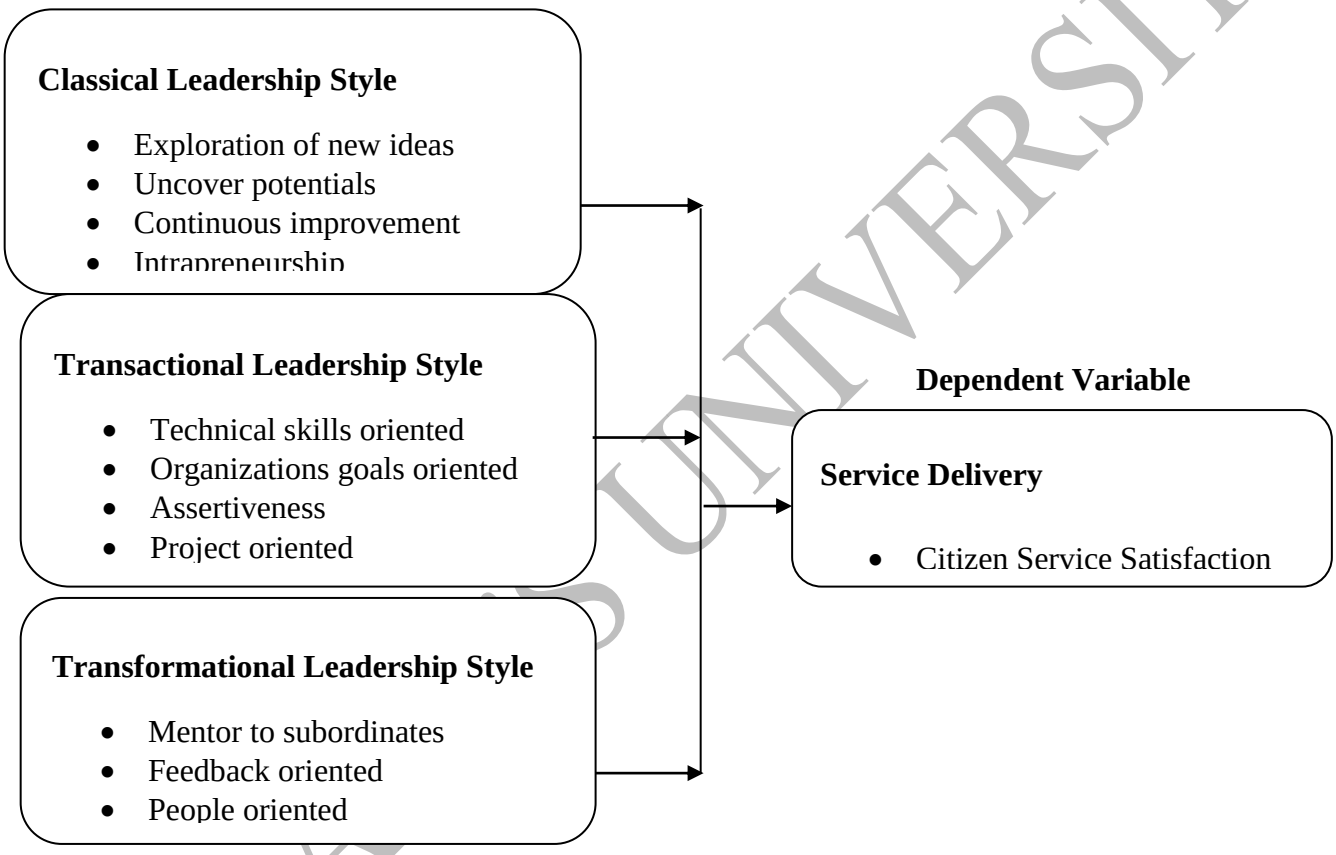


Figure 1: Effect of Leadership Styles on Performance

The conceptual frame work for this study considers leadership styles as an important determinant of service delivery in the Ministry of Lands in County Government of Nakuru. Various leadership styles (classical, transactional, transformational and organic) are the independent variables of the study. The dependent variable is service delivery measured in terms of customs satisfaction. These leadership styles and service delivery is thought to be mediated by remittance

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of financial resources by central government and County Politics. Application of any of the leadership style affected level of customers' satisfaction.

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CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The content of the chapter includes;the research design used in the study, description of the location of study, population of the study, sampling procedures and sample size used in the study, instrumentation used for data collection, data collection procedures, data analysis techniques used and ethical consideration applied in the study.

3.2 Research Design

The study adopted descriptive research design. The design is good in assessing current situation because it makes possible to study self-reported facts about the respondents, their feelings, opinions and attitudes. It is a design that is used to study wide field of issues, population and activities in order to determine and describe any generalized occurrences. Perceive a descriptive design as useful in gathering data on a one-short basis and hence is economical and efficient. It also captures data from both open and closed ended questions, observation schedules. This design provided appropriate information that empirically investigated the effect of leadership on service delivery, asurvey of Ministry of Lands, Physical Planning and Housing,Nakuru County.

3.3 Location of Study

Ministry of Lands, Physical Planning and Housing is one of the key Ministries in the County Government of Nakuru, the county is mandated to determine the boundaries and upkeep of the county's land, solve disputes within the county survey, identify and renew development sites, control outdoor adverts, map and survey land, manage the county's land policies, transact land in the county and formulate affordable housing policies within the county, Manage building and construction standards and codes; Land and propertyevaluation services; Develop and managethe County's housing; County public office accommodation lease management; Maintain inventory County properties and any other duty assigned by H.E. the Governor/County Executive. The study investigated the Ministry of Lands, Physical Planning and Housing because currently there are so many cases of land disputes in the county and the country at large that have led to lose of live through killings.

3.4 Population of the Study

The target population of study was291 employees working in the Ministry of Lands, Physical Planning and Housing, County Government of Nakuru. (Source: Ministry of Lands, Physical

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Planning and Housing Master Roll 2014/2015 Financial Year). Employees working in this Ministry were chosen because of their knowledge of the style of leadership applied and also they are the end service providers in the Ministry.

3.5 Sampling Design & Procedures and

To determine the sample size, formula recommended by Nassiuma (2000) wasused:

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where 'n' is the required sample size of employees working in the Ministry of Lands, Physical Planning and Housing, County Government of Nakuru, 'N' is the total number of employees working in the Ministry of Lands, Physical Planning and Housing, 'C' is the coefficient of variation and 'e' was the margin error (Nassiuma, 2000)

$$s = \frac{291\,X\,(0.2)^2}{(0.2)^2 + (291-1)(0.05)^2} = 141$$

Simple random sampling was used to pick the 141 required samples from the list of the Ministry Master Roll 2014/2015 and their contacts used to arrange the questionnaire delivery and collection.

3.6 Data Collection Instrument and Procedures

This study utilized a self-administered structured questionnaire to collect data. The questionnaire design in this study is based on the principles of questionnaire design outlined by Oppenheim, in 2000. A questionnaire was chosen because of its simplicity in administration and ease of scoring besides being readily analyzed (Cohen, Manion, & Morrison, 2007). It is also useful in that the type of response facilitates consistency across the respondents (Denscombe, 2007). The instruments consisted of both open and closed ended questions and was administered to the respondents to fill on their own because all the respondents are literate. This type ofinstrument is useful in that it allows participation by all literate respondents and allows clarification of any ambiguity in addition to minimizing discrimination of the less articulate (Leung, 2001).

Before the commencement of the study, authority was sought from the relevant authorities as follows: First an introductory letter was obtained from St. Pauls' University and Ministry of Lands, Physical Planning and Housing, Nakuru County. The researcher then randomly collected data from 141 employees in the Ministry. The questionnaires were self administered and respondents were asked to fill their responses.

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3.7 Validity and Reliability of the Instruments (Pilot testing)

Validity refers to the degree to which an instrument measures what it is intended to measure (Kathuli& Pals, 1993). According to Nyagah (2000), validity is the truthfulness or soundness of an instrument. It should measure what it purports to measure. In order for an instrument to be valid, it should cover the content of the study. An instrument can be valid if it is consistent. All aspects of validity: content validity, construct validity and logical validity were appropriately covered as they are important in a research instrument. The instruments was validated after discussions with supervisors and improved after conducting pilot study. A pilot study was conducted in Ministry of Land, Nyandarua County. Results from the pilot study were used to improve the instruments.

The data obtained from a pilot study was used to estimate reliability of each instrument. Cronbach`s alpha coefficient of 0.81wasobtained making the questionnairereliable. This is because all the three instruments are rating scales which had a range of scores. The instruments had rating scales which had a range of scores. Reliability coefficient of 0.78was arrived at therefore considering the tool reliable enough in achieving the objectives of the study (Frankel&Wallen 2000).

3.8 Data Analysis and Presentation

After data was collected it was organized and analyzed. For analysis of closed ended questions the computer programme called statistical package for social science (SPSS) was used. It involved analysis by using descriptive and inferential statistics. The data was analyzed through the use of descriptive statistics such as mean, median, standard deviation, frequency tables and percentages. Descriptive statistics consisted of brief descriptive coefficients that would summarize given data set that represented the sample. It provided simple summaries about the sample. The computer application package for social sciences SPSS (Statistical Package for Social Sciences Version 21.0) was used to aid in the analysis. Pearson Product Moment Correlation Coefficient was used to test each leadership style and service delivery. Data was presented using frequency tables and charts. The relationship between leadership styles and service delivery was tested using a regression model below. All statistics were tested at 0.05 significance level.

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

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Where;

Y= Service delivery

α =constant

$\beta_1 \ldots \ldots . \beta_{5d}$ = parameter estimates

X_1 = Classical leadership style

X_2 = Transactional leadership style

X_3 =Transformational leadership style

ε is the error of prediction.

3.11 Ethical Issues

The researcher kept confidentially all information collected from the respondents. Confidentiality strictly observed in the course of this research. The identity and privacy of the respondents were protected by the researcher. Regarding the information to be gathered, the respondents were assured that the information provided was only be used for academic purposes. No pressure or inducements of any kind was applied to encourage the respondents to freely participate in the research study.

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CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

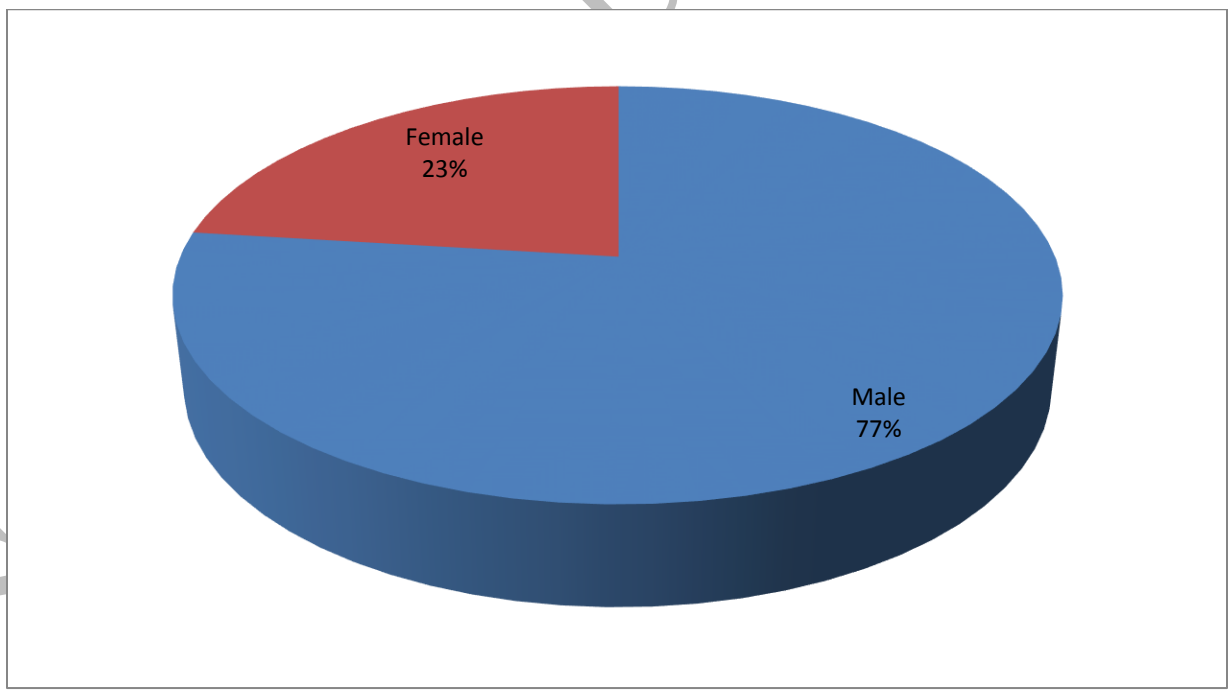
4.1 Introduction

The chapter presents the results of data analysis of effect of leadership styles on service delivery. A case study of Ministry of Lands, Physical Planning and Housing, Nakuru County. The chapter contains; the respondents background information, effect of transactional, classical and transformational leadership styles on service delivery. The study distributed 141 questionnaires to the employees working in the Ministry of Lands, Physical Planning and Housing, Nakuru County according to the set sample size and 133 were returned and were used for the analysis which represented 94.3% which was significant enough to answer the set objectives of the study.

4.2 Demographic Characteristics

The demographic characteristics analyzed included; gender, level of education and work experience.

Figure 4.1: Gender Parity



Source: Field Data (2016)

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Majority of the employees working in Ministry of Lands, Physical Planning and Housing, Nakuru County 77% were men compared to 23% who were women. This finding indicated that dominated available employment opportunities at the Ministry. This finding indicated that the Ministry had not met the Kenya Constitution 2010 threshold that requires at least 30% gender representation in the Public Service.

Table 4.1: Respondents Level of Education

Level	Frequency	Percent
Secondary	57	43
College	61	46
University	15	11
Total	**133**	**100**

Source: Field Data (2016)

Majority of the respondents 46% had college level of education, 43% had secondary level and 11% had university qualification. The majority of the Civil Servants working in the Ministry of Lands, Physical Planning and Housing, Nakuru County had college and secondary school level education an indicator that despite of the liberalized higher education in Kenya, many had not taken steps to access the same for competence and efficiency in service delivery. This scenario may make the Civil Service lack competent human capital for achievement of high organizational performance as far as service delivery is concerned.

Table 4.1: Work Experience

Experience (Years)	Frequency	Percent
Less than 2 years	14	10.5
2-5 years	81	60.9
6-9 years	29	21.8
More than 9 years	9	6.8
Total	**133**	**100**

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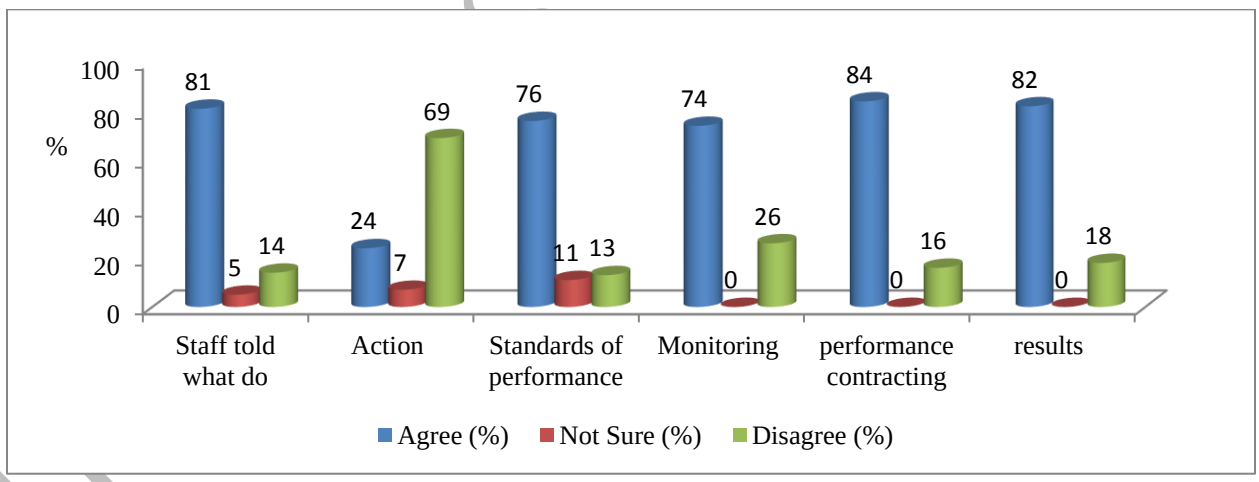
Source: Field Data (2016)

The study established that majority of the respondents 60.9% had 2-5 years work experience, 21.8% had 6-9 years work experience, 10.5% had less than 2 years work experience and 6.8% had more than 9 years work experience. The findings showed that the majority of the employees had worked in the Ministry for 2-5 years.

4.3 Descriptive Analysis of Transactional Leadership Style in the Ministry

The first objective of the study was to analyze the effect of transactional leadership style on service delivery in Nakuru County. This section presents descriptive analysis of transactional leadership style in the Ministry. The key variables used to analyze this objective included; the leader telling the staff what to do, how to do it, and when he wants it done; the leader taking action before problems related to performance are chronic and difficult to solve; the leader being keen on the standards of performance; the leader monitoring performance and keeps tracks of mistakes; the leader being keen on performance contracting and the leader being keen on results and does not care how employees attain them.

Figure 4.2: Transaction Leadership Practices at the Ministry of Lands, Physical Planning and Housing



Source: Field Data (2016)

The study established that majority of respondents 81% agreed that the leaders told the staff what to do, how to do it and when he wants it done compared to 14% who disagreed and 5% who were undecided. Majority of respondents 69% disagreed that the leader took action before problems related to performance are chronic and difficult to solve compared to 24% who agreed

and 7% who were undecided. Majority of respondents 76% agreed that the leader was keen on the standards of performance compared to 14% who disagreed and 11% who were undecided. Majority of respondents 74% agreed that the leader monitored performance and kept tracks of mistakes compared to 26% who agreed. Majority 84% agreed that the leader was keen on performance contracting compared to 16% who disagreed. Lastly majority 82% agreed that the leader was keen on results and did not care how employees attain them.

This finding indicated that leaders working in the Ministry of Lands, Physical Planning and Housing, Nakuru County practiced transactional style of leadership evident by the leader telling the staff what to do, how to do it, and when he wants it done; the leader being keen on the standards of performance; the leader monitoring performance and keeps tracks of mistakes; the leader being keen on performance contracting and the leader being keen on results and does not care how employees attain them. Although the leaders in the Ministry were keen on the majority aspects of transactional leadership, they did not take action before problems related to performance were chronic and difficult to solve.

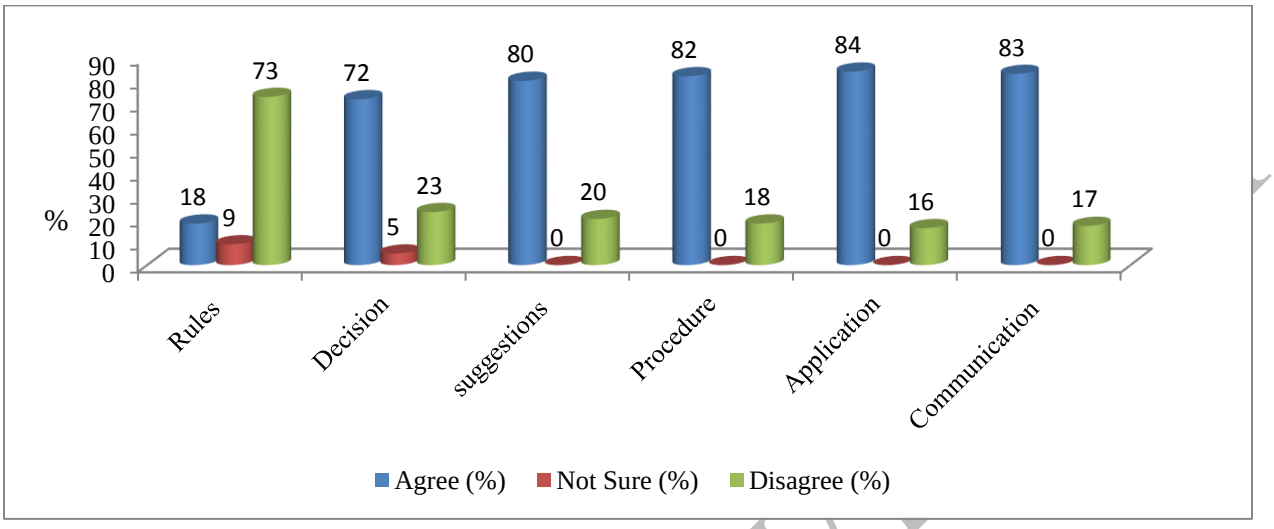
4.4 Descriptive Analysis of Classical Leadership Style in the Ministry

The second objective of the study was to analyze the effect of classical leadership style on service delivery in Nakuru County. This section presents descriptive analysis of classical leadership style in the Ministry.

The key aspects of classical leadership style included; rules and regulations are individually designed by leaders and passed to employees to implement; The leader retains the final decision-making authority within my group; The leader does not consider suggestions made by my employees; The leader has put a long procedure that must be followed; The leader apply rules and regulations in his leadership styles and the leader communicate mostly through letters and avoids face to face contacts.

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Figure 2.3: Classical Leadership Practices at the Ministry of Lands, Physical Planning and Housing



Source: Field Data (2016)

Majority of respondents 73% disagreed that rules and regulations were individually designed by leaders and passed to employees to implement by the leaders in the Ministry compared to 18% who agreed and 9% who were undecided. Majority 72% agreed that the leader retains the final decision-making authority within my group compared to 23% who disagreed and 5% who were not sure. Majority 80% agreed that the leader does not consider suggestions made by my employees compared to 20% who disagreed. Majority 82% agreed that the leader has put a long procedure that must be followed compared to 18% who disagreed. Majority 84% agreed that the leader apply rules and regulations in his leadership styles compared to 16% who disagreed and lastly majority 83% agreed that the leader communicated mostly through letters and avoids face to face contacts compared to 17% who disagreed.

The finding indicated that the leaders in the Ministry of Lands, Physical Planning and Housing, Nakuru County still practiced classical leadership style which of evident by; The leader retaining the final decision-making authority within my group; The leader did not consider suggestions made by my employees; The leader had in place long procedure that must be followed during discharge of duties; The leader applied rules and regulations in his leadership styles and the leader communicated mostly through letters and avoids face to face contacts.

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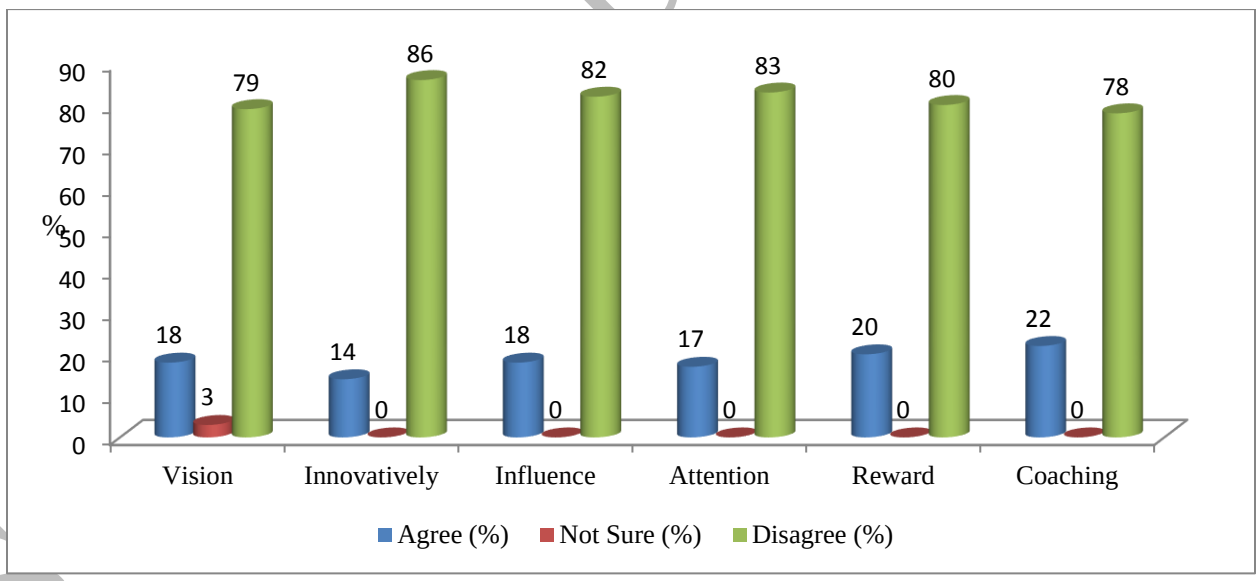
This finding was supported by Nuhu&Kawyooa (2005) who found out that the researcher further concluded that authoritative leadership created dislike to work and reducing the inherent motivation to work freely.

4.5 Descriptive Analysis of Transformational Leadership Style in the Ministry

The third objective of the study was to analyze the effect of transformational leadership style on service delivery in Nakuru County. This section presents descriptive analysis of transformational leadership style in the Ministry.

The study analyzed the following aspects of transformational leadership style; the leader involving employees in setting the Ministry vision; the leaders stimulating employees innovative thinking; The leader positively influencing employees towards his/her ideals; The leader giving employees individualized attention; The leader giving rewards to motivate employees on service delivery and the leader spending a lot of time coaching employees on service delivery.

Figure 4.4: Transformational Leadership Practices at the Ministry of Lands, Physical Planning and Housing



Source: Field Data (2016)

Majority of respondents 79% disagreed that the leader did not involve employees in setting the Ministry's vision compared to 18% who agreed and 3% who were not sure. Majority 86% disagreed that the leaders stimulated employees innovative thinking compared to 14% who

agreed. Majority 82% disagreed that the leader positively influenced employees towards his/her ideals compared to 18% who agreed. Majority 83% disagreed that the leader gave employees individualized attention compared to 17% who agreed. Majority 80% disagreed that the leader gave rewards to motivate employees on service delivery compared to 20% who agreed. Majority 78% disagreed that the leader spent a lot of time coaching employees on service delivery compared to 22% who agreed.

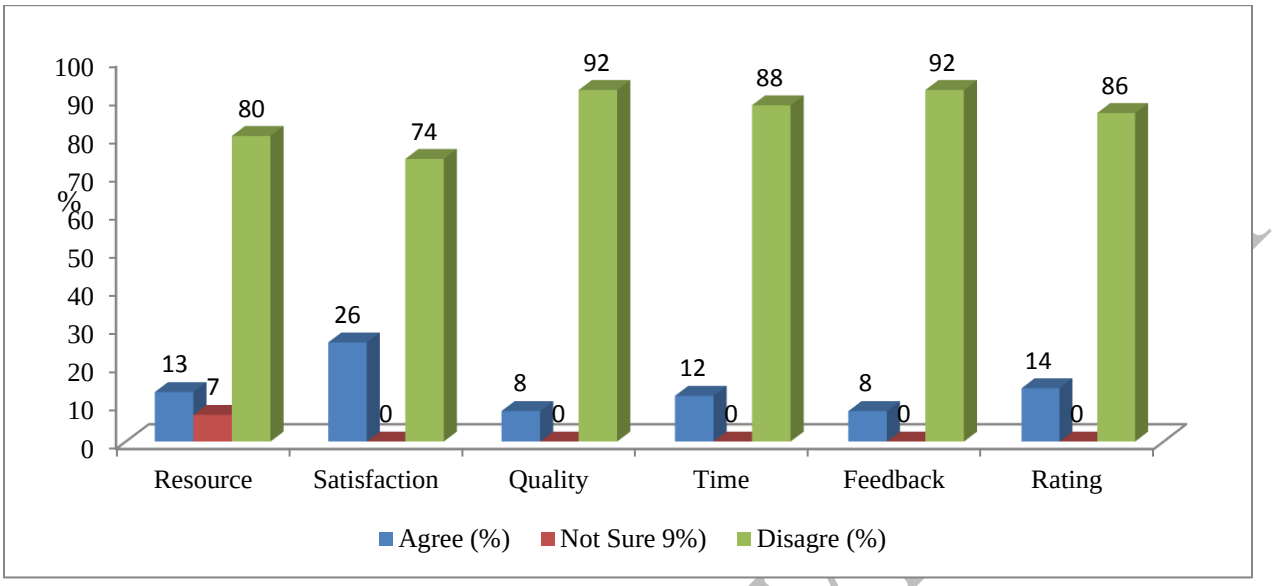
The above finding showed that the Ministry of Lands, Physical Planning and Housing, Nakuru County did not practice transformational leadership. This was evident by the leadership failure to achieve the following aspects of transformational leadership style; the leader failure to involve employees in setting the Ministry vision; the leaders failure to stimulate employees innovative thinking; The leader failure to positively influence employees towards his/her ideals; The leader failure to give employees individualized attention; The leader failure to rewards and motivate employees on service delivery and the leader failure to spend enough time coaching employees on service delivery.

4.6 Descriptive Analysis of the Level of Service Delivery in Ministry of Lands, Physical Planning and Housing

This part presents the descriptive analysis of the level of Service Delivery in Ministry of Lands, Physical Planning and Housing. The key aspects analyzed included; adequate resources accessible by the customers; Customers level of satisfaction with the way they are handled at the ministry; customers level of satisfaction with the quality of services offered; level of services received by customers as per the time allocated on service charter at the ministry; customers calling back to appreciate the services and the ministry being highly rated in terms of performance by customers compared to other ministries.

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Figure 4.5: Customer and Stakeholders satisfaction



Source: Field Data (2016)

Majority of respondents 80% disagreed that there were adequate resources which are also accessible compared to 13% who agreed and 7% who were not sure. Majority of respondents 74% disagreed that customers were satisfied with the way they are handled at the ministry compared to 26% who agreed. Majority of respondents 92% disagreed that the customers are satisfied with the quality of services offered and that the customers call back to express their appreciations of the services offered compared to %8 who agreed; majority of respondents 88% disagreed that the customers are served as per the time allocated on service charter at the ministry compared to 12% who agreed. Majority of respondents 86% agreed that the ministry is highly rated in terms of performance by customers compared to other ministries.

This finding indicated that customers were not satisfied with the services offered by the Ministry of Lands, Physical Planning and Housing, Nakuru County evident by; inadequate resources which are also accessible; Customers were dissatisfied with the way they are handled at the ministry; The customers were not satisfied with the quality of services offered; The customers were not served as per the time allocated on service charter at the ministry; The customers did not call back to appreciate the services; The ministry was not highly rated in terms of performance by customers compared to other ministries.

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This finding supported by a number of scholars; Bright (2007) shows that public sector employees will perform better as the congruence between their own values and their organization's values increases. Although not directly reflecting performance, other public sector studies suggest that employees who perceive their value to be consistent with those espoused by the organization display higher organizational commitment (Vigoda-Gadot and Meiri 2008), lower turnover intentions (Moynihan and Pandey 2007), higher job satisfaction (Kim 2012; Wright and Pandey 2008) and organizational citizen behaviors (Gould-Williams, Mostafa, and Bottomley 2013).

4.7 Effect of Leadership Styles and Service Delivery

The main objective of the study was to analyze effect of leadership styles on service delivery taking the case of the Ministry of Lands, Physical Planning and Housing, Nakuru County. The relationship between leadership styles and service delivery was tested using a regression model below. All statistics were tested at 0.05 significance level.

$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$

Where;

Y= Service delivery

α =constant

$\beta_1 \ldots \ldots \beta_{5d}$ = parameter estimates

X_1 = Classical leadership style

X_2 = Transactional leadership style

X_3 =Transformational leadership style

ε is the error of prediction.

The results of the analysis are presented in Tables 3, 4 and 5.

Table 4.3: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.81	0.66	0.65	0.33

Source: Field Data (2016)

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The R value was 0.81, which indicated a high degree of correlation. The R^2 value indicates how much of the dependent variable, "service delivery", was explained by the independent variables, "transactional, classical and transformational leadership styles". In this case, 66% was the R Squared, which was fairly large indicating that the data collected was closely fitted to the regression line.

Table 2.4: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	52.61	4.00	13.15	119.41	0.00
Residual	27.54	250.00	0.11		
Total	**80.15**	**254.00**			

Source: Field Data (2016)

Predictors: transactional, classical and transformational leadership styles. The Dependable variable: service delivery. Table 7 indicated that the regression model predicted the outcome variable significantly with p =0.00<0.05, and indicated that; overall, the model statistically and significantly predicted the outcome variable.

Table4.3: Full Regression Model

Model	Unstd. Coef.	Std. Error	Std.Coef.	t	Sig.(P)
(Constant)	1.29	0.15		8.71	0.00
Transactional	0.31	0.04	0.36	6.88	0.00
Classical	-0.05	0.03	-0.08	-1.70	0.04
Transformational	-0.04	0.05	-0.04	-0.76	0.45

Source: Field Data (2016)

The first null hypothesis was transactional leadership style has no significant effect on service delivery. The independent variables classical and transformational leadership styles were held constant. Transactional leadership style had significant effect on service delivery. This was because transactional leadership style had p=0.00<0.05 rejecting the hypothesis that

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transactional leadership style has no significant effect on service delivery and accepting the alternate hypothesis that **t**ransactional leadership style has significant effect on service delivery.

The second null hypothesis was classical leadership style has no significant effect on service delivery. The independent variables transactional and transformational leadership styles were held constant. Classical leadership style had significant effect on service delivery. This was because classical leadership style had $p=0.04<0.05$ rejecting the hypothesis that classical leadership style has no significant effect on service delivery and accepting the alternate hypothesis that classical leadership style has significant effect on service delivery.

The third null hypothesis was transformational leadership style has no significant effect on service delivery. The independent variables classical and transactional leadership styles were held constant. Transformational leadership style did not have significant effect on service delivery. This was because transformational leadership style had $p=0.45>0.05$ accepting the hypothesis that transformational leadership style has no significant effect on service delivery.

From the unstandardized coefficients, the following equation was developed:

$y= 1.29+0.31x_1-0.05x_2-0.04x_3+\varepsilon$

From the full regression model, the standardized coefficients indicate that transactional leadership style had a positive effect on customers service delivery satisfaction compared to classical and transactional styles. Further, the results indicate that transformational style had a greater effect on customers service delivery satisfaction (Beta=0.36) followed by transactional style (Beta=-0.040) and classical style (Beta=-0.08).

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study investigated the effects of leadership styles on service delivery; a case study of ministry of lands, physical planning and housing Nakuru County.

The leadership style determines how subordinates participate in decision making and the way of organizingand running an administration. Participating in decision making creates an individual's mental and emotional involvement in a group situation which encourages him or her to contribute to group goals and share responsibility for them.

5.2 Summaries

This section has summarized onthe findings on demographic characteristics of the population; findings on descriptive analysis of transactional leadership style; findings on classical leadership style; findings of transformational leadership style; findings on of the level of service delivery; findings on effect of leadership styles and service delivery and new knowledge contributed by the study.

The Ministry had not met the Kenya Constitution 2010 threshold that requires at least 30% gender representation in the Public Service. Second, the majority of the Civil Servants working in the Ministry of Lands, Physical Planning and Housing, Nakuru County had college and secondary school level education an indicator that despite of the liberalized higher education in Kenya, many had not taken steps to access the same for competence and efficiency in service delivery. Third, the majority of the employees had worked in the Ministry for 2-5 years.

Leaders working in the Ministry of Lands, Physical Planning and Housing, Nakuru County practiced transactional style of leadership evident by the leader telling the staff what to do, how to do it, and when he wants it done; the leader being keen on the standards of performance; the leader monitoring performance and keeps tracks of mistakes; the leader being keen on performance contracting and the leader being keen on results and does not care how employees attain them. Although the leaders in the Ministry were keen on the majority aspects of

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transactional leadership, they did not take action before problems related to performance were chronic and difficult to solve.

Leaders in the Ministry of Lands, Physical Planning and Housing, Nakuru County still practiced classical leadership style which of evident by; The leader retaining the final decision-making authority within my group; The leader did not consider suggestions made by my employees; The leader had in place long procedure that must be followed during discharge of duties; The leader applied rules and regulations in his leadership styles and the leader communicated mostly through letters and avoids face to face contacts.

The Ministry of Lands, Physical Planning and Housing, Nakuru County did not practice transformational leadership. This was evident by the leadership failure to achieve the following aspects of transformational leadership style; the leader failure to involve employees in setting the Ministry vision; the leaders failure to stimulate employees innovative thinking; The leader failure to positively influence employees towards his/her ideals; The leader failure to give employees individualized attention; The leader failure to rewards and motivate employees on service delivery and the leader failure to spend enough time coaching employees on service delivery.

Customers were not satisfied with the services offered by the Ministry of Lands, Physical Planning and Housing, Nakuru County evident by; inadequate resources which are also accessible; Customers were dissatisfied with the way they are handled at the ministry; The customers were not satisfied with the quality of services offered; The customers were not served as per the time allocated on service charter at the ministry; The customers did not call back to appreciate the services; The ministry was not highly rated in terms of performance by customers compared to other ministries.

The first hypothesis of the study was that transactional leadership style has no significant effect on service delivery. The second hypothesis was that classical leadership style has no significant effect on service delivery. The third hypothesis was that transformational leadership style has no significant effect on service delivery. The hypothesis that transformational leadership style has no significant effect on service delivery was accepted his is because $p=0.45>0.05$ was outside the

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accepting region in the binomial distribution.Transactional and classical contributed significantly to customers service delivery satisfaction compared to transformational style.

The main finding of the study was that leaders working in the Ministry of Lands, Physical Planning and Housing, Nakuru County practiced transactional and classical style of leadership but did not practice transformational leadership style. The two types of leadership practiced lead to customers'dissatisfaction with the services offered by the Ministry evident by; customers'dissatisfaction with the quality of services offered and that they wasted their time as they waited for the services leading to poor rating of the ministry. The new knowledge contributed by the study was that the Ministry of Lands, Physical Planning and Housing, Nakuru County needs to implement transformation leadership which was not practiced, so that they improve on delivering superior services to the customers so that the ministry can be highly rated by the customers.

5.3Conclusion

The main aim of the study was to analyze effect of leadership styles on service delivery the case study of Ministry of Lands, Physical Planning and Housing, Nakuru County.

The first objective of the study was to analyze the effect of transactional leadership style on service delivery in Nakuru County. The study established that transactional leadership styles had significant positive effect on service delivery. For instance, The findings indicated that leaders working in the Ministry of Lands, Physical Planning and Housing, Nakuru County practiced transactional style of leadership evident by the leader telling the staff what to do, how to do it, and when he wants it done; the leader being keen on the standards of performance; the leader monitoring performance and keeps tracks of mistakes; the leader being keen on performance contracting and the leader being keen on results and does not care how employees attain them. Although the leaders in the Ministry were keen on the majority aspects of transactional leadership, they did not take action before problems related to performance were chronic and difficult to solve.m

The second objective was to analyze the effect of classical leadership style on service delivery in Nakuru County. The study established that classical leadership styles had significant positive

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effect on service delivery in the Ministry of Lands, Physical Planning and Housing, Nakuru County. For instance, The finding indicated that the leaders in the Ministry of Lands, Physical Planning and Housing, Nakuru County still practice classical leadership style which of evident by; The leader retaining the final decision-making authority within my group; The leader did not consider suggestions made by my employees; The leader had in place long procedure that must be followed during discharge of duties; The leader applied rules and regulations in his leadership styles and the leader communicated mostly through letters and avoids face to face contacts. This finding was supported by Nuhu&Kawyooa (2005) who found out that the researcher further concluded that authoritative leadership created dislike to work and reducing the inherent motivation to work freely.

The third objective of the study was to analyze the effect of transformational leadership style on service delivery in Nakuru County. The study established that transformational leadership styles had insignificant negative effect on service delivery in the Ministry of Lands, Physical Planning and Housing, Nakuru County. For instance, the finding showed that the Ministry of Lands, Physical Planning and Housing, Nakuru County did not practice transformational leadership. This was evident by the leadership failure to achieve the following aspects of transformational leadership style; the leader failure to involve employees in setting the Ministry vision; the leaders failure to stimulate employees innovative thinking; The leader failure to positively influence employees towards his/her ideals; The leader failure to give employees individualized attention; The leader failure to rewards and motivate employees on service delivery and the leader failure to spend enough time coaching employees on service delivery.

5.4 Recommendations

On the basis of the findings of this study, the following recommendations are important as far as effect of leadership styles on service delivery is concern. First, the leaders should take action before problems related to performance were chronic and difficult to solve. This can be done by developing performance problems monitoring systems which collects, analyzes and disseminate information related to activities that negatively affect performance.

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Secondly, the Ministry should evolve transformational leadership style which was not adequately practiced. This can be done by the leader increasing the level of employees involvement in setting the Ministry vision; the leaders should stimulate employees innovative thinking; The leader should positively influence employees towards his/her ideals; The leader should give employees individualized attention; The leader should rewards and motivate employees on service delivery and the leader should spend enough time coaching employees on service delivery.

The ministry should develop curriculum through the Human Resource Department on transformational leadership. When approved, the curriculum should be used to train leaders in the ministry on all aspects of transformational leadership. Such training when well implemented is likely to succeed because of homegrown design.

The ministry should encourage its members to be members of professional bodies like the Kenya Institute of Management where they are trained on management and leadership and earn professional points which is used in determination of proportion and any special leadership assignments.

Fifth, a study on selected factors affecting the implementation of transactional leadership towards improved service delivery should be conducted in the County Governments in Kenya. This is because although the study generally analyzed effect of leadership styles on service delivery, the analyzed data established that transformational leadership style is not adequately practices compared to transactional and classical styles and the factors that affect its implementation was not analyzed.

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APPENDICES

Appendix 1: Letter of Introduction to Ministry of Lands County Government of Nakuru

Caleb Muibu
BOX 1620-20100, NAKURU
Cell: +254721602160
Email: kimujnr@gmail.com

Dear Respondent

I am a postgraduate student in the department of Development studies currently undertaking research on the topic;

EMPIRICAL INVESTIGATION INTO THE EFFECT OF SELECTED LEADERSHIP STYLES ON SERVICE DELIVERY

I am carrying out an academic study towards the fulfillment for the award of a post graduate degree in strategic management and leadership.

I will ensure that the responses you will give will be kept confidential..

I will highly appreciate your cooperation.Thank you for taking time to respond to the questions in the questionnaire.

Yours Faithfully,

Caleb Muibu

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Appendix 2: Questionnaire

PART A: General Information

Please put a tick (√) in the appropriate box.

1. What is your gender? Male ( ) Female ( )
2. What is you level of education
3. Primary ☐ Secondary ☐ College ☐ University ☐
4. Others Specify……
5. Number of years you have worked

Less than 2 yrs ☐ 2-5 yrs ☐ 6-9 years ☐ More than 9 yrs ☐

PART B: Leadership Styles

The table below list characteristics of different leadership styles used in the Ministry of Lands, Physical Planning and Housing. Please give your level of agreement on the application of the leadership styles in enhancing service delivery. 5 - SA – Strongly Agree, 4 - A – Agree, 3 - U-Undecided, 2 - D – Disagree and 1 - SD – Strongly Disagree.

Classical Leadership style	**5**	**4**	**3**	**2**	**1**
6. Rules and regulations are individually designed by leaders and passed to employees to implement					
7. The leader retains the final decision-making authority within my group.					
8. The leader does not consider suggestions made by my employees					
9. The leader has put a long procedure that must be followed					
10. The leader apply rules and regulations in his leadership styles					
11. The leader communicate mostly through letters and avoids face to face contacts					
12. Transactional Leadership style	**5**	**4**	**3**	**2**	**1**
13. The leader tell my staff what to do, how to do it, and when					

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	he wants it done					
14.	The leader take action before problems related to performance are chronic and difficult to solve					
15.	The leader is keen on the standards of performance					
16.	The leader monitors my performance and keeps tracks of my mistakes					
17.	The leader is keen on performance contracting					
18.	The leader is keen on results and does not care how employees attain them					
19.	**Transformational Leadership style**	**5**	**4**	**3**	**2**	**1**
20.	The leader involve employees in setting the Ministry vision					
21.	The leaders stimulates employees innovative thinking					
22.	The leader positively influence employees towards his/her ideals					
23.	The leader give employees individualized attention					
24.	The leader gives rewards to motivate employees on service delivery					
25.	The leader spend a lot of time coaching employees on service delivery					

Part D: Customer and Stakeholders satisfaction

3. The following are issues that concern the level of customers' satisfaction by service delivery at the ministry. Indicate the level of agreement or disagreement based on following key

Strongly agree 1 Agree 2 Moderate 3Disagree 4Strongly disagree 5

		5	**4**	**3**	**2**	**1**
26	There are adequate resources which are also accessible					
27	Customers are satisfied with the way they are handled at the ministry					
28	The customers are satisfied with the quality of services offered					

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29	The customers are served as per the time allocated on service charter at the ministry					
30	The customers call back to appreciate the services					
31	The ministry is highly rated in terms of performance by customers compared to other ministries.					

Others ----------

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